

DEFENSE LOGISTICS AGENCY

NOVEMBER – DECEMBER 2014

LOGGLINES

USEUCOM

USNORTHCOM

USCENTCOM

USPACOM

USSOUTHCOM

USAFRICOM



DLA AROUND THE WORLD



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Outfitting the Union
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Public reporting burden for the collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to Washington Headquarters Services, Directorate for Information Operations and Reports, 1215 Jefferson Davis Highway, Suite 1204, Arlington VA 22202-4302. Respondents should be aware that notwithstanding any other provision of law, no person shall be subject to a penalty for failing to comply with a collection of information if it does not display a currently valid OMB control number.					
1. REPORT DATE DEC 2014		2. REPORT TYPE		3. DATES COVERED 00-00-2014 to 00-00-2014	
4. TITLE AND SUBTITLE Loglines. November-December 2014				5a. CONTRACT NUMBER	
				5b. GRANT NUMBER	
				5c. PROGRAM ELEMENT NUMBER	
6. AUTHOR(S)				5d. PROJECT NUMBER	
				5e. TASK NUMBER	
				5f. WORK UNIT NUMBER	
7. PERFORMING ORGANIZATION NAME(S) AND ADDRESS(ES) Defense Logistics Agency, 8725 John J. Kingman Road, Suite 2545, Fort Belvoir, VA, 22060-6221				8. PERFORMING ORGANIZATION REPORT NUMBER	
9. SPONSORING/MONITORING AGENCY NAME(S) AND ADDRESS(ES)				10. SPONSOR/MONITOR'S ACRONYM(S)	
				11. SPONSOR/MONITOR'S REPORT NUMBER(S)	
12. DISTRIBUTION/AVAILABILITY STATEMENT Approved for public release; distribution unlimited					
13. SUPPLEMENTARY NOTES					
14. ABSTRACT					
15. SUBJECT TERMS					
16. SECURITY CLASSIFICATION OF:			17. LIMITATION OF ABSTRACT Same as Report (SAR)	18. NUMBER OF PAGES 40	19a. NAME OF RESPONSIBLE PERSON
a. REPORT unclassified	b. ABSTRACT unclassified	c. THIS PAGE unclassified			



from the
DIRECTOR

Navy Vice Adm. Mark Harnitchek, USN
Director, Defense Logistics Agency

Looking back over the past three years, I marvel at the colossal things DLA has accomplished. As I write this, we're supporting another major mission, Operation United Assistance, in Liberia and West Africa. DLA is at the forefront of building the logistics infrastructure supporting Africa Command and the comprehensive U.S. effort, led by the U.S. Agency for International Development, to help the governments of Guinea, Liberia and Sierra Leone contain the outbreak of the Ebola virus in West Africa. Just as we've done in the past with our support in Haiti, the Japanese tsunami and Hurricane Sandy, DLA is out front making big things happen. I couldn't be prouder.

As a global force with people everywhere, we are a powerful, flexible, responsive and configurable network ready to respond to the logistics needs of today and tomorrow. We're meeting these challenges head on; all the while we're setting performance records, like

providing material readiness over 90 percent and cutting contract award times in half.

Customer satisfaction and warfighter support will continue to be our best measurement of progress, and that's what this issue of Loglines is all about: how DLA supports the combatant commands. We put some of our best and brightest DLA'ers on the ground with each command. We did that so we can listen to their needs, respond quickly and get it right.

A great example of how we support combatant commanders came during relief operations with U.S. Northern Command after Hurricane Sandy devastated the Northeast. That mission taught us just how quickly we can move. From fuel contracts to water to food, DLA made it happen. And we've taken what we learned from that experience and are applying it to our efforts for Operation United Assistance.

In any crisis, energy is critical. One of the ways we are improving fuel support is by establishing new partners. Recently, we began working with U.S. Northern Command to add the Department of Energy to our list of energy customers. And today, we store Department of

Energy fuel in the northeast in case of another superstorm like Sandy.

In the Pacific, we're strengthening our support to U.S. Pacific Command by forward positioning stocks for Pacific Air Forces. Our new depot in Germeisheim, Germany, provides vital support in Europe, Africa and Central Asia.

We are also pushing a big initiative to procure local items in Africa and Afghanistan. Local procurement not only makes shipping easier, but it supports our national interests by supporting our host nation's economies, something I know our customers appreciate.

All of our efforts for these combatant commands serve to remind us why DLA exists: to support our nation's warfighters. I'm very proud to wrap up my military career here at DLA, where a great group of professionals is dedicated to our mission. There is not another outfit like DLA on the planet. Whether you are buying, managing or supporting, you all have a part to play in this massive enterprise. And I'm honored to have had the privilege of serving with you. So keep doing what you're doing. Keep hitting them out of the park. And thank you for all you do for DLA and the country every day. ★

LOGLINES

Official Flagship Publication of the Defense Logistics Agency

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Loglines is prepared electronically, using desktop publishing applications; no commercial typesetting costs are involved. Photos not credited are courtesy of agency sources. Submissions and correspondence may be sent to the address below:

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USNORTHCOM: FAST, FLEXIBLE, FUNCTIONAL

Story by Sara Moore

After an Army career that included many different assignments, Greg Knowles thought he understood complex operating environments. But going to work as the Defense Logistics Agency Energy liaison officer for U.S. Northern Command brought the complexity to another level.

"Some people say [USNORTHCOM] doesn't really have a mission," Knowles said. "But if you look at the 49 states and two territories that fall within our operating environment, and you understand how disaster response works, we have an important mission that's a bit more complicated than I ever thought it would be."

Knowles works as a conduit between DLA Energy and USNORTHCOM, ensuring the agency's capabilities are understood and integrated into planning. He works in conjunction with the DLA liaison officer to USNORTHCOM as well as liaison officers in the Federal

Fuel trucks wait for police escort at Joint Base McGuire-Dix-Lakehurst, New Jersey. DLA coordinated with state and local officials to deliver fuel to areas affected by Hurricane Sandy to support the Federal Emergency Management Agency.

Emergency Management Agency, U.S. Transportation Command and other commands to coordinate support. They work together to keep DLA relevant and involved in the mission of USNORTHCOM, which was established in October 2002 to oversee homeland defense efforts and defense support to civil authorities.

DLA is no stranger to responding to real-world situations, but support to

USNORTHCOM sometimes requires an even higher level of speed and flexibility than traditional military operations, said Ralph Laurie, the DLA liaison officer to the organization. The complexity of the command, which works with local, state and national authorities as well as various Defense Department and federal agencies, adds to this urgency, because there are so many interested parties and so much



Army Maj. John Adams

national attention on operations within the U.S., he said.

"We have no time when things happen in this area of operations," Laurie said. "We have no time to sit back and wait for nice comfortable requirements. We have no time to wait and conduct any kind of deliberate planning. Not only are we driven to support our citizens, we are so heavily impacted by the media and by the reality that every event is in somebody's constituency that we have to be ready to take risks and to be aggressive in how we respond."

A fast, aggressive response is exactly what DLA provided after Hurricane Sandy struck the East Coast in October 2012. After the hurricane made landfall, DLA moved to 24/7 operations and deployed more than 50 employees to places like FEMA headquarters; Joint Base McGuire-Dix-Lakehurst, New Jersey; and the New York City mayor's office. The agency was lauded for providing more than 6.3 million meals, 72,000 liters of bottled water, 173,000 blankets, 4,000 cots, 19,000 maps, 200 hypothermia prevention kits, six portable X-ray machines and 9 million gallons of fuel, and for contracting for the removal of 75 million pounds of trash and debris.

The agency's successful response after Hurricane Sandy provided vital lessons for DLA's way forward on disaster response in the USNORTHCOM area, chief among them being the importance of DLA's contracting expertise and partnership with the private sector, Laurie said.

Service members with the Chemical, Biological, Radiological, Nuclear and High-Yield Explosive Enhanced Response Force Package of the Oregon National Guard and Hawaii National Guard transport a simulated victim caught in a debris pile during Ardent Sentry 2014 near Joint Base Elmendorf-Richardson, Alaska. As part of its support to USNORTHCOM, DLA participates in Ardent Sentry and other exercises.

Air Force Tech Sgt. John Hughes





Army Sgt. Jonathan C. Thibault

Army Staff Sgt. Jose Pantoja carries an evacuee up a hoist onto a helicopter during rescue operations in Boulder, Colorado. DLA supports numerous disaster relief and rescue operations each year throughout the USNORTHCOM area of operations.

“What DLA validated was that there is an overwhelming private-sector solution to a lot of these problems, and the fact that we could get involved as quickly as we did was instrumental,” he said. “That has bled over into how we plan for military support and a much better appreciation for what the private sector can do.”

During Hurricane Sandy relief efforts, DLA showcased its private-sector partnership by using Foster Fuels, a Virginia-based contingency fuel contractor, to provide fuel to almost 300 sites in affected areas. At the time, Foster Fuels was only contracted to cover the Atlantic and Gulf coasts, Knowles said, but based on their success during Sandy relief efforts, DLA Energy decided to expand the contingency contractor’s coverage throughout the continental United States. This expansion allows DLA Energy to tap a single contractor for any contingency within the U.S. and get fuel where it’s needed within 72 hours, he said. And because nothing in the USNORTHCOM area of operations happens within a bubble, DLA Energy works closely with the Department of Transportation, Department of Energy and FEMA on identifying requirements, analyzing the supply chain and explaining to leaders exactly what capabilities the agency can provide and how quickly they can be provided.

DLA’s partnership with FEMA is very important in USNORTHCOM’s area of responsibility, and continuing to improve that partnership was another lesson that came out of Hurricane Sandy relief efforts, Laurie said. As a result of lessons learned during hurricanes Katrina, Rita and Wilma in 2005, DLA and FEMA have

an interagency agreement that defines DLA as the direct source for specific commodities. That agreement has been extremely beneficial in streamlining the support process, because it takes out the requirement for DoD to get involved with all FEMA requests for support, he said. However, there is still room for improvement in how DLA supports individual states to reduce the burden on FEMA during a disaster, he said.

“An effort that’s really making headway now is our ability to support outside of DoD,” Laurie said. “In this area of responsibility, we need to look at DLA as part of the whole of government solution, and there’s an appreciation that we’re a big part of it.”

Since Hurricane Sandy, DLA has improved its communication with FEMA to ensure all the agencies involved in disaster relief operations have the same information and are not duplicating efforts, said Dan Strausbaugh, the DLA liaison officer to FEMA. DLA is much more engaged with exercises and planning with FEMA and is integrated into FEMA’s pre-scripted mission assignments, which are planning documents that outline the different commodities DLA can support, he said. Those assignments allow FEMA to quickly determine what assets DLA can provide and order them quickly, without back-and-forth questioning or overlapping efforts with other agencies, he said.

“In other words, you don’t have FEMA activating different contracts or the [U.S. Army Corps of Engineers] activating different contracts that DLA already has contracts for,” Strausbaugh

Jocelyn Augustino



said. “We’re able to work together to find out what the best price solution is and what is the most immediate response availability for that commodity.”

DLA is also heavily involved with USNORTHCOM’s planning for complex catastrophes, Laurie said. USNORTHCOM uses documents called playbooks to provide all the necessary information for an early response to a catastrophic event. In addition to providing DLA input for the playbooks, Laurie and Knowles are putting together plans for what DLA’s response would be based on USNORTHCOM’s predicted requirements.

“Those catastrophes are hopefully not something that we have to deal with anytime soon, but the inevitability is there that we will have one to work,” Laurie said. “I have to make sure that

Local residents impacted by Hurricane Sandy pick up meals, ready to eat from National Guard troops at a disaster recovery center in Rockaway, New York. DLA provided direct support in the aftermath of the storm, providing millions of meals and other supplies.

I’m representing to the planners and the leadership here that this is what DLA can do and this is how we would do it.”

In his eight years as the DLA liaison officer to USNORTHCOM, Laurie said he has seen the relationship between the agency and the command grow and become more productive, and he has learned to rely on his colleagues at DLA, the military commands and other federal agencies to ensure the best support possible to the homeland.

“I see a much closer collaboration in planning, very good close senior leader to senior leader engagement, and a marked increase in how we support USNORTHCOM’s exercises,” he said. “I think more than anything else, I see a confidence at all the different levels in what DLA can provide. DLA has proven itself through many situations, and I have confidence it will continue to do so.” 🇺🇸

“We need to look at DLA as part of the whole of government solution, and there’s an appreciation that we’re a big part of it.”

— Ralph Laurie





USSOUTHCOM: FIRST-CLASS SERVICE

Story by Navy Petty Officer 1st Class Daniel Garas

Thousands of miles from home, men and women of the Navy and Coast Guard operating in U.S. Southern Command's area of responsibility use a vast array of supplies and equipment to help them accomplish their missions. Of the 10 classes of supply organized by the military, Class I, or food, is arguably one of the most important for keeping spirits high.

"Food is such a critical morale booster," said Joe Cauvin, a DLA Troop Support account manager in Panama. "Wherever our troops are going, whenever they can have a good meal, it reminds them of home."

The job of keeping the Navy and Coast Guard in USSOUTHCOM supplied with fresh, quality food is a feat managed by DLA's Class I Prime Vendor Exercise Support program.

Functioning as a central collection point Coast Guard Petty Officer 1st Class Gary Miller and Petty Officer 3rd Class Michael Franklin, both food service specialists, prepare chicken enchiladas. Providing troops with fresh food is a central role of DLA's Class I Prime Vendor Exercise Support program and helps boost the morale of troops by meeting essential dietary needs.

— Photo by Coast Guard Petty Officer 3rd Class Casey J. Ranel

for supply that allows customers to buy well-regulated products, a prime vendor is a contracted wholesaler that meets quality standards set by the U.S. government.

"It's kind of a giant one-stop shop where a customer can come in and get their Class I needs and have it delivered to their doorstep, wherever that may be," said Carlos Garcia, a logistics systems analyst with DLA Troop Support. "We contract with our subsistence prime vendor, Supreme, which sources its products from a U.S. Department of Agriculture-approved source in the U.S. and ships them to its facility in Panama, which has been approved by Public Health Command. All of the fresh fruits and vegetables are procured locally from a PHC-approved source. This ensures the customers get the lowest price possible and best quality available."

In 2010, the Navy requested support from DLA for the replenishment of ships operating in South and Central America due to limited resupply points.

With sites in Panama, Honduras and Guantanamo Bay, Cuba, the Navy and Coast Guard perform a variety of missions, ranging from antidrug



operations to humanitarian assistance and disaster relief efforts.

The establishment of a Class I platform for these regions allows DLA to keep U.S. personnel supplied thousands of miles from home.

"There was always a need for the Navy and the Coast Guard to resupply somewhere in that area of operations," Cauvin said. "They can turn a possible top-off point into a complete resupply site."

Cauvin says DLA has also simplified the process using the Subsistence Total Order and Receipt Electronic System, otherwise known as STORES.

The online application is DLA's database for ordering and receiving transactions. After logging in, customers have complete transparency of products and prices that directly link them with vendors.

"You log on to a computer, follow a simple process and you get it delivered to your doorstep, when you want it," Cauvin said. "It's kind of like a one-stop database that controls customer transactions from ordering to receiving."

Cauvin says that with only a six- or seven-day lead time, a ship's logisticians can order its supplies before it pulls into port and have those supplies waiting.

"What they had been forced to do previously was just go locally," Garcia said. "That left a big opportunity for price gouging or not having the standard of food they were expected to have."

Under the old system, Cauvin said, Coast Guard invoices were sometimes priced several hundred percent higher. Now, strawberries cost \$30 a case under the prime vendor, when before they might have cost \$200 from local vendors.

"It was pretty dramatic savings all

across the board," he said.

Product pricing is done using a monthly process that compares the cost of local items to vendor prices and ensures customers always receive the best value.

"The customers are very impressed with the quality of the product and its pricing compared to what they used to receive before the Panama contract was

support closer to an area of operations also reduces the number of stops needed to restock provisions.

"There are about 5,000 troops deployed down there that require sustainment," said Rogelio Diaz, a DLA Logistics Operations liaison officer for USSOUTHCOM. "Having resupply points for food closer to them reduces the number

of times they need to stop and means they can maintain a higher operating tempo."

Class I support in USSOUTHCOM's AOR also includes surge clauses written into contracts so vendors are prepared to accommodate larger orders during emergencies.

"I think DLA is unique in that we're very engaged in trying to forecast before a disaster might hit," Cauvin said. "If we see a hurricane coming through the area, we ramp up before it hits."

According to Cauvin, DLA provides its services around the clock, which is compatible with the Navy's 24-hour operating cycle.

"I actually have gone into the office many times on a Saturday or a Sunday to place orders for customers, because it has to get in by a deadline," he said. "That's the kind of thing we all do at DLA."

Cauvin says that entering orders after hours to ensure service members have the provisions they need isn't unusual, and that he believes that many account managers would do the same.

"We have a great support staff of employees who are willing to do anything to support any relief that goes on, and vendors that are also willing to do what they have to do," he said. "Everyone is always at the ready and a button push away from getting airlifted down there to perform where we have to at a moment's notice." ★

Navy Chief Petty Officer Tony Sisti



Navy Petty Officer 2nd Class Teddy Chambers and Senior Chief Petty Officer Carl Demus inspect fruits and vegetables in the hangar bay of the USS Bataan during replenishment. Under DLA's prime vendor support program, ships are able to receive fresh foods that meet strict quality control standards.

put into place," said Jerome Sanders, a contract specialist for DLA Troop Support. "Working for DLA, we are always trying to obtain the best price for the customer as well as for the government."

Garcia says that guaranteed quality food is another benefit of DLA's Class I support. Before, ensuring rations met standards was hit or miss. Under the program, all vendors meet strict requirements to warrant quality.

"All of the prime vendors' products are sourced from the states," he said. "It's all USDA-approved products."

Garcia says that Supreme's items are sourced and consolidated in California before being delivered via aircraft or ship. Getting subsistence



USCENTCOM:

EXPEDITIONARY LOGISTICS

Story by Sara Moore

With major U.S. ground operations in Iraq concluded and U.S. forces in Afghanistan decreasing, the U.S. military footprint in the U.S. Central Command area of responsibility may be reduced, but the Defense Logistics Agency hasn't slowed its support to U.S. and allied forces in the region.

DLA has changed its support as the missions in the region have evolved, but it still supports vital missions and will have a presence in the area for the foreseeable future, said Army Col. Derrin E. Williams, commander of DLA Central.

"The U.S. Central Command is a volatile and ever-changing area of operations," Williams said. "DLA continues to work to ensure the right capabilities are postured throughout the AOR to support whatever contingencies arise and to ensure DLA is fully capable of supporting anticipated changes in the USCENTCOM operating environment in 2015 and beyond."

One of the most prominent missions DLA has supported in the USCENTCOM region in the past few years has been the retrograde of U.S. equipment as forces withdrew from Iraq and drew down in Afghanistan. Working with the military services, DLA successfully transported or

Airmen load all-terrain Mine Resistant Ambush Protected vehicles into a C-17 Globemaster III aircraft at Bagram Airfield, Afghanistan. DLA has been heavily involved in the retrograde mission after U.S. and international forces began the process of drawing down assets in Afghanistan.

— Photo by Air Force Maj. Brandon Lingle



Marine Sgt. Michael P. Snoddy

disposed of millions of dollars' worth of equipment before and after the final U.S. military combat forces left Iraq at the end of 2011. Even as that process was ongoing, DLA began planning the retrograde of equipment from Afghanistan in anticipation of the drawdown of U.S. forces there, Williams said, adding that the agency's experience in Iraq taught agency employees some valuable lessons.

"The first lesson DLA learned was that Afghanistan is not Iraq," Williams said. "The operational climate is different, the threat is different, and missions were different. There was no 'safety valve' at a nearby intermediate staging base in Kuwait, for example. DLA has better learned how to be anticipatory and predictive, two fundamental tenets of logistics."

Part of the way DLA has become more anticipatory and flexible is by fielding more mobile support teams, called hub-based disposal operations teams, to travel to customers' locations and quickly remove their equipment, Williams said. Throughout the retrograde

Marine Cpl. Aaron M. Faust places chicken on a grill in Marjah, Afghanistan. Even as DLA is heavily involved with the Afghanistan retrograde mission, the agency still meets the day-to-day mission requirements of the service members operating there.

process, DLA has remained closely tied to military service planners to ensure the right equipment gets transferred to the right locations and disposal efforts are coordinated, he added. DLA also has agreements with several coalition partners, including Australia, Canada, Poland, Germany and Spain, to help with their retrograde efforts.

Thanks to this coordination and forward-based support, DLA Disposition Services has demilitarized and disposed of record levels of equipment, including more than 345 Mine Resistant Ambush Protected vehicles and 1 billion pounds of scrap removed from Afghanistan, Williams said. DLA still has thousands of vehicles and tremendous amounts of material to sort, inspect and identify for disposal or retrograde, he said, so the agency continues to focus on its forward-deployed support personnel, who can

quickly and effectively get the job done.

"DLA has invested heavily in its expeditionary workforce," Williams said. "The knowledge, skills and energy of these personnel, both military and civilian, reservists and active duty, need to be instilled and retained to be successful in future operating environments."

While retrograde operations in Afghanistan are a major focus for DLA, the agency has continued to support personnel in the USCENTCOM region with vital items like food, fuel and medical supplies, Williams said. DLA's support to the region has been honed over 13 years and focuses heavily on forward support. Early in the Iraq conflict, DLA leaders recognized the need for support on the ground and began sending support teams to be located with customers in the war zone, and those support teams continue to be used in Afghanistan. DLA's field activities maintain specialists throughout the world and in various places in the USCENTCOM region to provide quick, tailored support to customers. For example, DLA Troop Support Europe & Africa has four contracting officer representatives embedded with customers in Afghanistan, which gives them a critical first line of support for an area that is far from DLA Troop Support headquarters in Philadelphia, said Angel Colon, deputy commander for DLA Troop Support Europe & Africa.

Colon noted that contracting officer representatives are located throughout Afghanistan.

"So any questions or issues that may arise with support, they're the first line of contact, and then they have reach back to us here in Europe and then we reach back to Philadelphia as needed," he said.

In fact, much of DLA's business in Afghanistan originates at DLA Europe & Africa, which is headquartered in

Mine Resistant Ambush Protected vehicles wait in a staging area for onward movement at an undisclosed base in Southwest Asia. As the U.S. draws down its forces in Afghanistan, the redeployment or disposition of thousands of vehicles is an important mission for DLA.



For more information on DLA Central, visit our website at:
www.dla.mil/central/Pages/default.aspx

Germany. The command's employees have deployed to places like Uzbekistan to establish contracts for local procurement of food for dining facilities in Afghanistan. DLA Disposition Services employees in Europe also help sell copper scrap that's collected in Afghanistan and shipped to Europe for disposal so it can't be used against US forces. They also dispose of hazardous waste that doesn't have proper environmental solutions in theater. And even though the subsistence prime vendor contract is managed by DLA Troop Support officials in Philadelphia, their counterparts in Europe help with daily needs and issues.

"Because DLA Europe & Africa is forward deployed, whenever there's an issue with support or the customer isn't happy, we're usually the first ones to hear about it, and we assist the contracting officers resolving those issues," said Army Lt. Col. Patrick Taylor, commander of DLA Troop Support Europe & Africa.

While DLA's mission in Afghanistan is very active, the agency is looking ahead and anticipating support requirements for the State Department after decisions are made about post-2014 U.S. force levels in Afghanistan, Williams said. When U.S. forces left Iraq at the end of 2011, DLA continued to provide food, fuel and disposal services for the State Department until May 2014, when the department

Marine Sgt. Andrea M. Robb, an equipment clerk, fills out paperwork after receiving computer equipment from a unit with Regional Command Southwest as part of retrograde operations at Camp Leatherneck in Helmand province, Afghanistan. The retrograde and disposal of equipment as U.S. forces draw down in Afghanistan remains one of DLA's main missions in the U.S. Central Command region.

awarded its own support contract. Williams said DLA can anticipate the same kind of requirements in Afghanistan and will be prepared to support the State Department.

DLA has learned valuable lessons about support in the USCENTCOM region throughout operations in Iraq and Afghanistan, Williams said, and it has emerged a more flexible, adaptive agency. Even as operations in Afghanistan wind down, the USCENTCOM region remains volatile and unpredictable, and DLA remains ready to support whatever military customers in the area need, he said.

"DLA will continue to have a strong forward presence in U.S. Central Command and will continue to assess capabilities to ensure DLA is strategically positioned to support day-to-day operations, along with any potential future contingency and humanitarian efforts," he said. 🇺🇸

Editor's Note:

Beth Reece and Mikia Muhammad contributed to this article.

Marine Sgt. Jessica Ostroska



Air Force Senior Master Sgt. George Thompson





USPACOM: PUSH TO THE PACIFIC

Story by Amanda Neumann

Despite its calm, serene beauty, U.S. Pacific Command's vast area of responsibility is actually buzzing with military activity. Expanding for more than 100 million square miles and covering 36 nations, the USPACOM AOR is the site of several new U.S. military initiatives, exercises and operations in places like Hawaii, Alaska and Japan.

About 360,000 U.S. military and civilian personnel are assigned to the AOR, according to USPACOM's website, <http://www.pacom.mil>. In 2012, the Pentagon announced that it intended to have 60 percent of its naval and Air Force assets in the Asia-Pacific region by 2020. That shift, along with military drawdowns in Iraq and Afghanistan, has drastically increased the operational tempo for Defense Logistics Agency Pacific support, said Army Col. Richard Ellis, DLA Pacific commander in Pearl Harbor, Hawaii.

"The Pacific has a really large engagement mission, and the military, especially the Army and Marine Corps units, are executing it in a significant way," he said. "First and foremost, DLA Pacific's mission is about making sure the DLA enterprise is postured to support operations here as they ramp up. For DLA Pacific, that means making sure that we


know what the services' plans are with regards to units that are moving around, or increasing in size, and then making sure that we're staying ahead of our ability to provide that support. So when the decision is made of who's going where, we're so connected to the process, we're already where we need to be."

The diversity of training environments in the Pacific presents several logistic challenges to DLA, especially in certain countries that lack established infrastructure, Ellis said.

"With some of these operations, we're getting into new environments, so we've experienced some challenges initially that we hadn't expected to encounter, but we've adjusted," he said. "It's a learning curve. The services are very creative in the way they engage, the way they train and the way they operate. So to stay ahead of the services, we have to be very proactive, very embedded in their organizations, and very flexible and adaptive in our support. And that's really what we're after now, making sure we understand what some of the challenges are so we can be better postured for years to come to provide the DLA support that the services have come to count on."

DLA's support comes in a variety of ways in the varied nations within the AOR.





Shipments destined for military customers from air and sea ports arrive at the Defense Logistics Agency Distribution Theater Consolidation and Shipping Point at Camp Carroll, Korea. The centralized warehouse loads the items onto dedicated DLA trucks for delivery, saving customers both time and money.

— Photo by Nicole Dumm



U.S. Geological Survey

Residents survey damage from the March 27, 1964 earthquake in Anchorage, Alaska. Due to the high volume of seismic activity in the area, DLA Pacific employees in Alaska participate in annual tabletop exercises to learn how to respond to catastrophic disasters like earthquakes.

ALASKA

Although known for its remoteness, Alaska has been in the spotlight of three major DLA projects in the past year, including one helping the Army with disposition efforts in Anchorage, said Craig Bond, a DLA Pacific warfighter support representative in Fairbanks, Alaska.

In August, the DLA Distribution Expeditionary team, located in New Cumberland, Pennsylvania, was requested to help Army Materiel Command with the Alaska Army Structure drawdown of eight units at Joint Base Elmendorf-Richardson, Bond said.

"AMC asked DLA for some support to redistribute or help dispose of material, so DLA Distribution deployed a six-man expeditionary team to JBER for 10 days," he said. "They processed and prepared almost 100 pieces of equipment for shipment and turn-in to New Cumberland and the Tobyhanna [Pennsylvania] and Anniston [Alabama] Army depots. For DLA, this was a test. This proved that, if there was a large-scale drawdown or deactivation of a big unit, the expeditionary could come in and really add some good help to get items out quickly."

DLA Pacific employees in Alaska also participated in Featured Resource II, a tabletop exercise to follow up on lessons learned from Ardent Sentry 14, a catastrophic event scenario exercise held in March, Bond said.

"The tabletop was a communication exercise between Alaska, the Federal Emergency Management Agency and state Defense Department agencies on how to respond to an earthquake in Alaska the same size that they had back in 1964, which was devastating," he said. "Alaska has the most seismic activity in the world, so a scenario like this might not happen for 30 years or it might happen tomorrow."

As part of the exercise, DLA Logistics Operations set up a DLA Support Team at JBER to work as liaisons to U.S. Alaskan Command. Although not discussed in this particular exercise, DLA Pacific will play a key role in supporting natural disasters at later meetings, Bond said.

"Although Alaska is a unique location, as far as USPACOM as a whole goes, we're pretty good at this," he said. "DLA Logistics Operations has been in the planning on exercises throughout the AOR and already has a lot of items like meals, cots and blankets ready and in place."

AUSTRALIA

A recent partnership between the U.S. and Australia has allowed for a rotational contingent of U.S. Marines to use military bases in Darwin to bolster ties between the two nations' militaries and conduct combined training and amphibious exercises, said Andrew Drake, DLA Pacific Logistics Operations Center chief.

"Initially, the Marines were using support agreements with the host nation to get most everything they needed, but as they increased their footprint there, they asked DLA, 'Hey, how can you sustain us?'" he said. "So along with providing [meals, ready to eat] and unit group rations, DLA Troop Support Pacific established a local blanket purchase agreement for fresh fruits and vegetables to support them there."

About 1,200 Marines are currently deployed to Australia, Drake said. As the Marine contingent on the continent increases, DLA representatives are working closely with U.S. Transportation Command staff to ensure growing supply requirements are met efficiently.

"The Marines eventually hope to build up to a 2,500-sized force in the next few years, so we're trying to validate the type of support they need, the size of it and the frequency," he said. "The services prefer door-to-door delivery, so that last tactical mile is where it has been a challenge for DLA."



Marine 2nd Lt. Martin Harris

U.S. Marines depart Royal Australian Air Force Base Darwin, ending Marine Rotational Force Darwin's six-month deployment in the territory. DLA Troop Support Pacific established a local blanket purchase agreement for fresh fruits and vegetables to support Marines there.



(From left) Construction executive Chris Matheis, DLA Energy Pacific Commander Navy Capt. Chris Bower, 36th Wing Commander Air Force Brig. Gen. Steven Garland, Naval Facilities Engineering Command Marianas Operations Officer Navy Cmdr. Kevin Juntenen and DLA Installation Support Engineer Nympha Garces break ground on the Guam pipeline project. The \$62 million military construction project is scheduled for completion in mid-2016.

GUAM

In Guam, one of DLA Energy Pacific's projects involved the June groundbreaking ceremony for a construction project that will add a second pipeline from what is currently considered a chokepoint in Guam's current pipeline structure, said Navy Cmdr. Tony Giles, commander of DLA Energy Guam. Currently, two fuel pipelines run parallel for several miles before being reduced to one pipeline. The additional pipeline will increase the flow capacity of aviation fuel to the island's Andersen Air Force Base.

"The pipeline will increase our fuel capacity and flow, ensuring that we're able to get the fuel where it's needed, on time and in the amount that the customers need," Giles said.

The \$62 million military construction project, a collaboration between Naval Facilities Engineering Command Marianas, Andersen Air Force Base's 36th Wing and DLA Installation Support, will benefit all involved, Giles said.

"From the tactical side, Andersen Air Force Base will be the main benefactor," he said. "But strategically and for planning purposes, USPACOM will also benefit. They will have increased capability here in Guam as they consider plans for future contingencies."

The 15.7-mile pipeline, currently in the land surveying stage, is scheduled for completion in mid-2016.

INDONESIA

The Army's Pacific Pathways program aims to take a fully trained brigade combat team and send it through a series of Pacific exercises as an expeditionary force, moving every few weeks to a different nation to train, Ellis said. Those units get experience operating with the United States' partner nations in the Pacific AOR, and the initiative provides an operational force to USPACOM in areas U.S. forces are not normally present, he said. This year's exercises have included stints in Indonesia, Malaysia and Japan.

"Pacific Pathways is another significant DLA expansion of our capabilities to support areas that we typically wouldn't," he said. "We were involved in the planning by mainly advising the units that were participating on what they needed to do and how DLA could assist them. But since these were new locations, we made a decision to put a [DLA customer support representative] embedded with them that could navigate the DLA system. So now our folks are right there, arm-and-arm with the Soldiers."

As the program matures, the Army plans to do more rotations and DLA will continue to support operational needs, regardless of location, Ellis said.



Soldiers from the 2nd Stryker Brigade Combat Team, 2nd Infantry Division, and the Indonesian armed forces' 411th Raider Infantry Battalion receive a brief during Operation Garuda Shield 2014. To adapt to new locations like Indonesia, DLA sent a warfighter support representative to assist with the joint training event, sponsored by the U.S. Army Pacific Command and hosted by the Indonesian armed forces.



Navy Petty Officer 1st Class Joshua Hammond

HAWAII

Early last year, DLA Distribution assumed the storage and distribution functions previously managed by DLA Land and Maritime at the Pearl Harbor Naval Shipyard, said Richard Nash, DLA Distribution overseas branch chief in New Cumberland, Pennsylvania.

“[DLA Director Navy Vice Adm. Mark Harnitchek] made a decision that Distribution does distribution and they should do it everywhere, not just on the wholesale side,” he said. “So these functions have gradually been coming over to us. We’ve done it at Norfolk [Naval Shipyard, Virginia], Puget Sound [Naval Shipyard, Washington] and now in Hawaii.”

In addition to the transfer of functions, DLA Distribution has also coordinated several improvements to the Navy-owned facilities as part of the project, Nash said.

In late 2013, DLA Distribution’s Theater Consolidation and Shipping Point in Pearl Harbor became the fourth TCSP in the USPACOM region. Shipments destined for military customers from air and sea ports are received at DLA Distribution’s central facility, then loaded onto dedicated DLA trucks for delivery. Since its inception in Hawaii, customers have seen a 23 percent drop in wait times, Nash said.

“With a TCSP, items come in and you get them out the next day or on the next truck,” he said. “Depending on how much business a customer does, the truck may go out once a week, twice a week or even every day. It has taken some of the workload off of the service components who were doing those functions, and it has saved the taxpayer money by consolidating those processes. For the services, the big cost savings is in transportation and time. So it’s a win-win all around.”

The USS Peleliu is moored in White Beach, Okinawa, during a scheduled port visit. As the Navy moves further into the USPACOM area of responsibility, DLA is increasing the amount of consumable items it forward stocks in places like Japan.

JAPAN

As the Navy moves further into the Pacific realm, its need for items to be forward stocked in places like Japan has increased, said Teresa Kyte, division chief for the inventory distribution network division in DLA Logistics Operations.

One strategy DLA uses to figure out the best consumable items to forward stock is the Economic Movement Quantity model. The goal is to provide customers with the same support at a reduced cost, Kyte said.

“Based on the demand signals from the services, we plan our stock positioning and execute what material we’re going to put where,” she said. “The depth of those items is an economic quantity determined by a trade-off between inventory cost and transportation cost. If there’s a high transportation cost, we forward stock that item, especially if it’s heavy.”

Since the EMQ implementation in July 2011, DLA has helped the services avoid \$107 million in transportation costs. But like any model, “it’s not always perfect,” Kyte said.

“One problem we had was when we got down to just economic stock,” she said. “Some of the lighter items for the Navy ended up getting left behind in [the continental United States], and they were struggling, especially in the Pacific. In January 2013, we met with USPACOM, and in March 2013, we made the first adjustments to the model for special request items. In April 2013, we decreased our economic threshold criteria for items, allowing us to continue to push more material forward for the services.”

At the end of October, DLA forward stocked the last set of exempted EMQ items, which included 3,000 items in the USPACOM region that typically ship at less than a pound of weight, Kyte said.



For more information on DLA Pacific,
visit our website at:
www.dla.mil/pacific/Pages/default.aspx

REPUBLIC OF KOREA

As part of an overall push to move more material into the Pacific theater, DLA is helping the Army manage its pre-positioned contingency stock in South Korea and Japan, said Peter Halseth, program manager for supply chain integration in DLA Logistics Operations.

The initiative allows the Army's war reserve stock to be comingled and absorbed into DLA-managed warehouses in South Korea, which keep the items in rotation to avoid disposal. But as warehouse space filled up, DLA explored alternative options, Halseth said.

"Recently DLA Installation Support and the Army have signed an agreement that allows DLA to utilize existing facilities at no cost," he said. "Now our DLA distribution center [at Camp Carroll] can access and utilize Army garrison host facilities to perform a receipt in place, without even moving the stock anywhere."

The Army is estimated to save \$300-\$500 million in costs, \$90 million in South Korea alone, over a three-year period as the warehousing initiative expands worldwide, Halseth said.

"Now they can buy it when they need it," he said. "They no longer have to buy it, place it some place, have it collect dust, degrade, expire and then pay the costs associated with moving it and disposing of it, not to mention buying it again and putting it back there. With the budgets the way they are now, and especially in the outlying years, the Army is looking for ways to do business better and more efficiently, and they can do that with DLA's support."

DLA eventually plans to expand the strategy globally for all of the military services, Halseth said.

"When we took a look at the other services, we found a 20 percent overlap in the same types of stock that the Army was using on a regular basis," he said. "So we're looking at taking that 20 percent and optimizing it within the DLA network, so that all of the services can buy point of sale just like the Army."

Marine Cpl. Brandon Suhr



Marine Lt. Col. Stephanie King, a liaison officer for DLA, observes fresh fruits and pastries scheduled for distribution to Marines at Philippine's Tacloban Airfield, the Philippines, during Operation Damayan. The food was part of the humanitarian and disaster relief materials provided by DLA Troop Support Pacific after the island nation was struck by Typhoon Haiyan.

PHILIPPINES

DLA Troop Support Pacific's prime vendor warehouse in the Philippines has seen an increase in both the frequency and number of ships stopping in for resupply opportunities since it opened in late 2012. With storage for dry, freeze and chilled products, the warehouse in the Laguna province has attracted the attention of the Navy with its ability to fulfill more than 200 subsistence orders per year to ships deployed to the region.

Part of the growth can be attributed to the recent opening of a DLA Energy defense fuel support point in the port of Subic Bay, said Robert Main, DLA Troop Support Pacific's deputy commander for operations in Pearl Harbor, Hawaii.

"Because it's halfway between Japan and Singapore, the defense fuel support point in Subic Bay has made the port even more inviting for the Navy, because now they can get food and fuel there, and it saves them days of sailing time," he said.

The Navy's increased subsistence demand has led Coastal Pacific, the prime vendor, to add more than 110 additional items to its catalog since January. By August, warehouse sales had reached \$4.9 million, and orders were 60 percent higher than the total for the entire previous fiscal year, Main said.

"Demand has been really spiky," he said. "For example, during the week of Aug. 10, the demand out of the Philippines was \$72,000 worth of food. Then one week later, the demand was \$313,000 worth of food. And the demand for the week after that was \$3,000 worth of food. So a big challenge for us is how to gauge the order volume for ships transiting through the region."

Other DLA projects in the Philippines include assisting the Pacific Air Forces and the Marine Corps Forces, Pacific with forward stocking of humanitarian relief and disaster relief materials at Camp Aguinaldo. 🇵🇭

Nicole Dumm



A new initiative is helping DLA manage the Army's pre-positioned contingency stock in South Korea and Japan. Estimated to save the Army \$300-\$500 million in costs over a three-year period, DLA eventually plans to expand the strategy globally to all of the military services.



USEUCOM:

OLD WORLD, NEW BUSINESS

Story by Beth Reece

Avelino Gramata thinks of himself as a jack-of-all-trades who does the impossible so service members in Europe can meet their missions. When an item one of those troops needs is on backorder or takes a long time to procure, he finds a way to expedite it.

"I love working with my customers. I even love the challenges, because the outcome means aircraft are flying and ships are sailing because of parts the Defense Logistics Agency has provided," said Gramata, a DLA Europe & Africa warfighter support representative stationed in Naples, Italy.

DLA Europe & Africa is headquartered at Kaiserslautern, Germany, but has warfighter support representatives and logistics planners located at U.S. European Command headquarters and with each service component to provide tailored assistance. While customers view them as experts on all the commodities and services DLA provides, representatives from DLA Energy and DLA Troop Support are also available in

A crew chief from the 52nd Aircraft Maintenance Squadron marshals an F-16 Fighting Falcon out of a hardened aircraft shelter during a Joint Task Force Odyssey Dawn mission, for which DLA Europe provided fuel and repair parts.

— Navy Petty Officer 3rd Class Brandon Wilson







Kaiserslautern to help with commodity-specific support when necessary.

Much attention has been given to U.S. forces' work in Iraq and Afghanistan in the past decade, but Gramata said troops in Europe have also been busy with everything from conducting airstrikes in support of Operation Odyssey Dawn in Libya to training NATO forces in Eastern Europe. No matter what U.S. forces are doing or where, DLA Europe & Africa contributes to their overall mission success, logistics planner Jim White said.

"Especially with the new expeditionary missions our forces are taking on, DLA can bring real value by

helping customers plan for a full range of logistics support, from meals and water to sandbags," he said. "What we've found is that after 13 years in Iraq and Afghanistan, customers have kind of forgotten how to prepare for all that."

And while it may seem as if Europe has lost its central role in American security policy, White said that's simply not true. In September, USEUCOM Commander Air Force Gen. Philip Breedlove told reporters that Pentagon leaders were reviewing the decision to further reduce troop levels in Europe based on recent developments involving Russia.

"Also, support to the other combatant

commands flows through here. Army and Marine Corps forces going in and out of Afghanistan transit through Romania and Germany. Ships that sail out to the U.S. Central Command area of operations come through the Mediterranean Sea and Suez Canal to get out there, likewise with aircraft going to Afghanistan or CENTCOM," he said.

The logistics pipeline to customers in Europe is considered mature by

A forklift offloads supplies from a C-130J Super Hercules assigned to 37th Airlift Squadron at Erzurum Airport, Turkey. DLA Distribution Europe, in Gomersheim, Germany, provided 633 blankets and 2,400 cots for Turkish residents affected by an Oct. 23 earthquake.



Air Force Staff Sgt. Benjamin Wilson

most standards, offering a variety of options for goods and sources of supply. Recent changes in Europe's security environment, however, have required DLA employees to change some of the ways the agency provides support. For example, USEUCOM Navy officials recently asked DLA to adjust what it stocks in Sigonella, Italy, to support two Navy destroyers that moved from Rota, Spain, and two more expected to arrive in 2015.

"These are permanently forward-stationed destroyers with a focus solely on ballistic missile defense in support of our NATO partners and other allies. To help the Navy, we've forward stocked about 1,200 line items in Sigonella specifically to support those ships," White said.

The agency is also providing diesel fuel and building materials for the construction of the land-based Aegis ballistic missile defense system site in Romania, which is part of a U.S. plan to protect Europe from a ballistic missile attack. When that site is complete, DLA will provide material to help with the buildup of a second site in Poland, White added.

Other support is also changing to better meet customers' needs and save money. DLA Troop Support recently converted 11 purchase agreements for fresh fruits and vegetables to long-term contracts.

"This gives us better pricing and improves competition. We've already saved several hundred thousand dollars, and customers are telling us the quality and on-time delivery have improved," said Army Lt. Col. Patrick Taylor, commander of DLA Troop Support Europe & Africa.

The opening of Logistics Distribution Center Europe in Gomersheim, Germany, in late 2012 has also changed the way DLA's material handlers pick equipment off shelves, pack it and load it for shipment to various locations throughout Europe. The center reduced DLA Distribution Europe's footprint from 22 buildings to just nine and includes several features that improve operations. For example, the walk-and-pick area, where high-demand parts are located for

Navy Utilities Constructionman Sydney Thorne



quick and easy access, now allows more than one stock selector to pick material from a row. The result: faster turnaround time for customers' orders.

The 250,000-square-foot facility is open 24/7, so the agency can process requisitions as they arrive. But sometimes the need for supplies is so urgent that DLA Distribution employees scramble more than normal to respond. In May, USEUCOM asked for 25,000 cases of meals, ready to eat, to support Ukrainian armed forces. It was "extreme logistics at its very best," said Angel Colon, deputy commander for DLA Troop Support Europe & Africa.

DLA Disposition Services also has a large presence in Europe, with 14 sites in six countries – Germany, Italy, Spain, Turkey, Portugal and the United Kingdom – where customers can turn in or receive excess property. The activity's goal is to reissue serviceable items to other military members by offering it on DLA Disposition Services' website. Disposal experts also make it easy for customers to turn in large amounts of equipment

Navy Petty Officer 2nd Class Charles Poplin (left) and Petty Officer 1st Class Robert Young construct pillars as part of a pier project in Romania. DLA has provided diesel fuel and building materials for the construction of the land-based Aegis ballistic missile defense system site there.

by traveling to the units' locations to help them prepare parts for turn-in.

Every DLA activity has a role in supporting USEUCOM, White said, and even if DLA employees specialize in just one commodity or service, they can typically answer questions that pertain to other DLA-managed items.

"We're a pretty well-integrated team here, and we correspond with each other daily to help relay and meet customers' requests. It's also not unusual for one of our warfighter support reps or planners to tell customers about the broad range of support DLA can provide," he said.

"We prefer to be the choice for everyone with logistical needs," Taylor added. "It might make me sound like a salesman, but if a customer needs something, they should think DLA, because we can get them what they want." ★



For more information on DLA Europe & Africa, visit our website at: www.dla.mil/Pages/europe_africa.aspx



USAFRICOM: BUILDING BRIDGES

Story by Beth Reece

Don Liles went right to the source when U.S. Africa Command officials asked the Defense Logistics Agency to find an “outside the box” solution to feeding special operations teams deployed to isolated areas in Niger.

“One of their key objectives was to buy locally to support between 15 and 500 personnel within 10 days. That’s key, because it doesn’t fit into DLA’s normal paradigm of support, where we have a

120-day lead time,” said Liles, a DLA Europe & Africa liaison officer co-located with USAFRICOM’s headquarters in Stuttgart, Germany.

In June, Liles traveled with a local procurement initiative team to Nigeria’s capital city, Niamey, to meet with local government leaders and potential vendors of items ranging from bottled water to fresh fruit. Despite widespread poverty and subpar infrastructure, the team found several businesses eager to support U.S.

forces. Two months later, they returned to host business-development events designed to prepare local vendors for working with the U.S. government.

“We worked side by side with Nigerian businessmen and women, helping them understand what it takes to partner with

DLA provides food, fuel and repair parts for a variety of joint training exercises between U.S. and African militaries, such as this combined maritime law enforcement operation under the African Maritime Law Enforcement Partnership program.



Navy Seaman Justin R. DiNiro

DLA partners with local business to support advise-and-assist missions such as Special-Purpose Marine Air-Ground Task Force Africa 13, which strengthens U.S. Marine Corps Forces Africa and U.S. Africa Command's ability to assist partner nations through theater-security cooperation and military-to-military engagements.

us. Overall we registered 37 businesses," Liles said.

DLA Europe & Africa oversees the agency's support to USAFRICOM, the newest of the Defense Department's six geographic combatant commands. While DLA's mission there accounts for a small piece of the agency's business, it's a difficult job due to political and social instability, long distances, a lack of roads, and different customs regulations at the border of each of the continent's 53 nations.

"We've found the same austere environment in Africa that we were dealing with during the beginning of the war in Afghanistan, but the advantage we have now is all the lessons we learned while ramping up support in Iraq and Afghanistan," said Army Lt. Col. Patrick Taylor, commander of DLA Troop Support Europe & Africa.

DLA already provides fresh fruit and vegetables to troops in Niger by flying product from Ramstein, Germany, to Niamey about three times a month.

"But there are fresh fruits and vegetables they could be buying on the local market. Instead of Granny Smith apples, they could be getting fresh mangos, for example," Liles said.

Transporting food and water from Europe is also expensive.

"From a customer perspective, they're waiting a long time to get what they need, and it's costing a lot of money. If something is available locally, the service components will often just go out and buy



Courtesy Photo

it and not even ask for DLA's assistance. That's something we're trying to change," said Michaela Olson, a contingency contracting officer with DLA Logistics Operations' Joint Contingency Acquisition Support Office at Fort Belvoir, Va.

Olson has worked with Liles to develop an expeditionary contracting business model that meets USAFRICOM's needs.

"We're trying to build our relationships with customers and also take their force protection concerns into consideration. By employing local businesses, for example, we enable local businessmen to employ military-age men so they're not being attracted by violent extremist organizations," she continued.

If DLA's work in Niger is successful, it could become the standard for supporting forces in other parts of the continent, Liles said. The State Department could also benefit.

"They like what we're doing, because if we get local procurement and we put blanket purchase agreements in place in Niger, then the State Department can piggyback on those vendors. If this works, everybody wins," he said, adding that officials from organizations such as

the State Department and U.S. Agency for International Development have worked with DLA to build partnerships between the United States and African nations.

DLA may also begin buying construction materials such as steel, sand and concrete on the local market. During business-development events in August, subject matter experts from USAFRICOM gave classes to educate local businessmen on U.S. standards.

"We even talked to them about how to make concrete. We need to tell them

Army Staff Sgt. Justin P. Morelli



A Soldier consumes a meal, ready to eat provided by DLA in darkness while training at Central Accord 2014 in Koutaba, Cameroon.



Navy Petty Officer 2nd Class Felicity Rustique

Navy personnel prepare to launch an MQ-8B Fire Scout unmanned aerial vehicle during flight operations aboard the USS Simpson. DLA helps U.S. forces overcome logistics challenges during events such as security cooperation and maritime security operations in the U.S. Naval Forces Africa area of responsibility.

how we need it so they can make it to our standard. They're willing to do almost anything for work," Liles said.

During a meeting at DLA Headquarters in August, Air Force Brig. Gen. James Johnson, USAFRICOM's director of logistics, said he believes DLA will help U.S. forces overcome logistical challenges in Africa.

"There are some unique challenges in Africa that are different, that will require innovation, and some concepts that haven't been tried in other places. And that's why we're really excited about DLA's

partnership, because we believe that the leadership at DLA has that perspective and is willing to innovate and try new things that will benefit us all," he said.

DLA Disposition Services Europe & Africa has also worked to match excess material with 18 African countries this year through the Foreign Military Sales program. The program allows eligible foreign governments to purchase U.S. government vehicles, equipment and other goods and services for their militaries. Tools, clothing and medical equipment are among the most requested property, said Petra Vaeth, a property disposal specialist.

"We give them online access to our inventory, and they check it on a daily basis. When they find something they have a need for, they give us a requisition

or send us an email or call to see if they can get a picture just to make sure it's exactly what they need," she said.

To minimize shipping costs, Vaeth maintains all requested material until it's enough to fill a 20-foot container, and she insists on being present when the container is loaded.

"It's very important that we're specific about what's in the container, and the paperwork needs to be accurate, because every country has its own customs regulations, and we don't want it to get held up," she added.

Fuel is another commodity in high demand by U.S. forces in Africa. In September, DLA Energy awarded contracts in seven African countries to provide gasoline and fuel at 10 locations across the continent, where service members are involved in as many as 15 yearly exercises, as well as "advise and assist" missions that help African militaries maintain security in their own regions.



For more information on DLA Europe & Africa, visit our website at: www.dla.mil/Pages/europe_africa.aspx

The Foreign Military Sales program enables African military forces to receive excess materials such as tools, clothing and medical supplies

DLA Energy also helps customers with emergency buys. Last winter, USAFRICOM needed 11,000 gallons of drummed jet fuel to support special operations teams in Uganda. The customer needed it in three days, and DLA Energy awarded the contract within 24 hours.

"Fortunately, we had established great communications and relationships with our vendors in this area and were able to source availability of the jet fuel and the drums extremely quickly," said Lee Dvonch, a contracting officer for DLA Europe & Africa.

Much of DLA Europe & Africa's success in supporting USAFRICOM stems from having personnel from various DLA activities co-located with the USAFRICOM Headquarters staff, said Army Lt. Col. Miguel Martinez, a DLA planner who also works in Stuttgart with Liles.

"It makes a huge difference, because we're integrated in their plans and operations teams. Plus, we're able to capture requirements in advance and let our counterparts at the field-activity level know something is coming their way," he said. ★

Navy Petty Officer 2nd Class Felicio Rustique



DEFENSE LOGISTICS AGENCY JANUARY - FEBRUARY 2015

LOGLINES

DLA is getting supplies where they're needed to contain Ebola in West Africa.

Read more in the January/February 2015 edition of Loglines.

OPERATION UNITED ASSISTANCE



PARTNERING FOR SUCCESS

Story by Navy Petty Officer 1st Class Daniel Garas

Borrowing the military mantra “train like you fight,” the Defense Logistics Agency’s Joint Exercise and Readiness Team works to prepare DLA and other agencies for the worst.

“The goal is to make sure the agency is prepared and capable of performing our mission-essential tasks,” said Don Bruce, DLA’s deputy chief for plans, exercises and readiness. “We’re training our staff and field activities and practicing our command and control operations to ensure that when the crisis comes, we’re prepared to execute all of those tasks efficiently and effectively.”

Created in 2010 to design exercises that accurately measure DLA’s logistical response capabilities, the duties of the team are threefold: coordinating exercises for combatant commanders, developing support for the Federal Emergency Management Agency, and developing new multiple-agency exercises at the request of DLA’s director.

The team participates in various Defense Department-led exercises, as well as others with interagency partners such as the Federal Emergency Management Agency, the U.S. Army Corps of Engineers, the American Red Cross, the

National Guard Bureau and the National Interagency Fire Center.

Exercises are intended to improve coordination between agencies, decrease reaction times, and distribute relief supplies and services in the most efficient manner possible. They also provide opportunities for personnel from various

Marines from the 8th Engineering Support Battalion clear debris for New York residents impacted by Hurricane Sandy in 2012. FEMA relies on DLA to help supply numerous items, such as food, fuel and bottled water during relief efforts. The agency also provides blankets, cots and generators, as well as services including debris removal and property disposal.



Navy Chief Petty Officer Ryan J. Courtade



agencies to interact with each other and establish working relationships before an actual disaster.

"We have these exercises so we can practice what we would do in the case of an actual occurrence," said John Snead, deputy branch chief of current operations for DLA's Joint Logistics Operations Center. "We practice our procedures, processes and our interaction with FEMA."

The culmination of this cooperation is conducted during an annual national-level exercise program. Known as the capstone exercise, the event is held annually and is headed by FEMA. The exercise is designed to simulate the support to and from civil authorities during an emergency.

"In a domestic emergency, FEMA takes the lead," said Steven Shea, chief of DLA's Joint Exercises and Readiness Team. "As requirements come from the states, they then go to the federal government, and then it goes out to one of the supporting agencies."

FEMA relies on multiple interagency

partners to provide commodities and services to both survivors and first responders. DLA usually provides support in the form of food, fuel and bottled water during relief efforts. The agency also provides blankets, cots and generators, as well as services including debris removal and property disposal.

DLA's efforts were highlighted in 2012, when the agency was asked to expand its role in the aftermath of Hurricane Sandy. Shea said that the agency found itself working in larger capacities to support the mission, like when it was authorized to purchase up to 26 million gallons of fuel for first responders and affected communities.

"That was way beyond what we had typically done," he said. "Before, we had just focused on fuel to first providers and generators, but in the case of Sandy, we even provided fuel to the general public."

Shea said that while DLA was able to step up and support the mission, the scope

Firefighters extinguish a hot spot to prevent a forest fire from reigniting at Camp Bullis, Texas. DLA trains with agencies like the National Interagency Fire Center to provide the best possible support during wildfire season.

of the disaster highlighted the need for more training to streamline procurement and distribution of aid. Since then, DLA's Joint Exercise and Readiness Team and FEMA have worked closely together to strengthen their partnership.

"Hurricane Sandy came and showed us what we really could be expected to do," Snead said. "We have tried to add more emphasis to these exercises to practice this so that when one of these events happens, it doesn't catch us by surprise."

Shea said that DLA's partnership with FEMA is so close that the Joint Exercise and Readiness Team tailors training for the agencies to improve specific areas of support.

During a crisis, FEMA uses its network of partners to reach out to prime vendors that have pre-positioned stockpiles. From there, FEMA can coordinate with other agencies to supply relief efforts according to the National Response Framework.

"It tells us who's organized at the local level, the municipalities, and then regional level and state level," said Gordon "Buzz"

"That was way beyond what we had typically done. Before, we had just focused on fuel to first providers and generators, but in the case of Sandy, we even provided fuel to the general public."

— Steven Shea



Hackett, the JLOC's deputy division chief. "It's sort of like a big playbook that serves as our rules of engagement."

Teamwork during these exercises pays off primarily during hurricane season, when DLA does an exercise with FEMA to ensure both organizations are prepared. This specific exercise evolved when DLA began providing support to the U.S. Forest Service in combating wildfires earlier this year, Shea said.

"Both the hurricane and wildfire seasons sort of coincide," he said. "So we combined those two scenarios in the exercise."

The command and control center for such exercises is DLA's Joint Logistics Operations Center, Snead said. Located inside the McNamara Headquarters Complex at Fort Belvoir, Virginia, the operations center is open around the clock and acts as the nerve center to receive and process information to assist DLA leadership in the decision making process.

Shea explained the JLOC provides a single point of contact for emergency relief, with a proven system that other organizations are already familiar with. This allows DLA to create a common operating picture that's shared with

A C-130E Hercules from the California Air National Guard's 146th Airlift Wing drops water over the treetops in South Carolina during annual Modular Airborne Fire Fighting System training and certification. Year-round training helps DLA support agencies responding to national emergencies.

FEMA and others.

"We are the ones who command the flow of information from outside the agency, internally up to senior DLA leadership and then back down the chain," Snead said. "We try to design our processes so we're not doing something different when the ball drops."

The JLOC can deploy a mobile command vehicle, a rolling communications hub that provides staff members with a direct link to the situation on the ground, allowing for real-time logistics operations.

The development of the vehicle came about after Hurricane Sandy demonstrated DLA's need for a mobile command center. The damage to infrastructure highlighted challenges to communicating with people on the ground.

"The MCV gives us a mobile powered command center," Snead said. "It allows us to pull up, park, turn a generator on, establish communications and get to work."

Deployed earlier this year to support



Air Force Airman 1st Class Nicholas Carzis

relief operations after Hurricane Arthur, Shea said the vehicle will be a regular fixture in future exercises and operations.

In order to better gauge its own performance, DLA is gathering its planners and exercise personnel from across the agency for an upcoming logistics planners and exercise summit. The opportunity will allow the organization to focus on improving reaction times and synchronizing efforts during future operations.

While DLA's primary operations support America's warfighters, Snead said the Joint Exercise and Readiness Team's mission is a similar process: DLA takes care of people, whether they're warfighters or people in need.

"Both groups are people who are often out in far-flung areas and looking for support," he said. "We're pushing information and supplies to people in need, and we're doing our best, no matter which way we go."

Shea agreed, saying his team's exercises are designed to ensure first responders have all the tools they need.

"We exercise to make sure we have the processes down," he said. "But the reason we do it is to make sure we can save lives." ★

Air Force Tech. Sgt. Ben Hritz, of the 171st Air Refueling Wing, fills a van with gasoline in the aftermath of Hurricane Sandy. DLA showed its capability to support relief efforts when it was authorized to purchase up to 26 million gallons of fuel to aid first responders and civilians.



Navy Chief Petty Officer Ryan J. Courtrade

A Conversation with ... Brad Bunn

DLA's human resources director discusses the 2014 Culture Survey and upcoming initiatives.

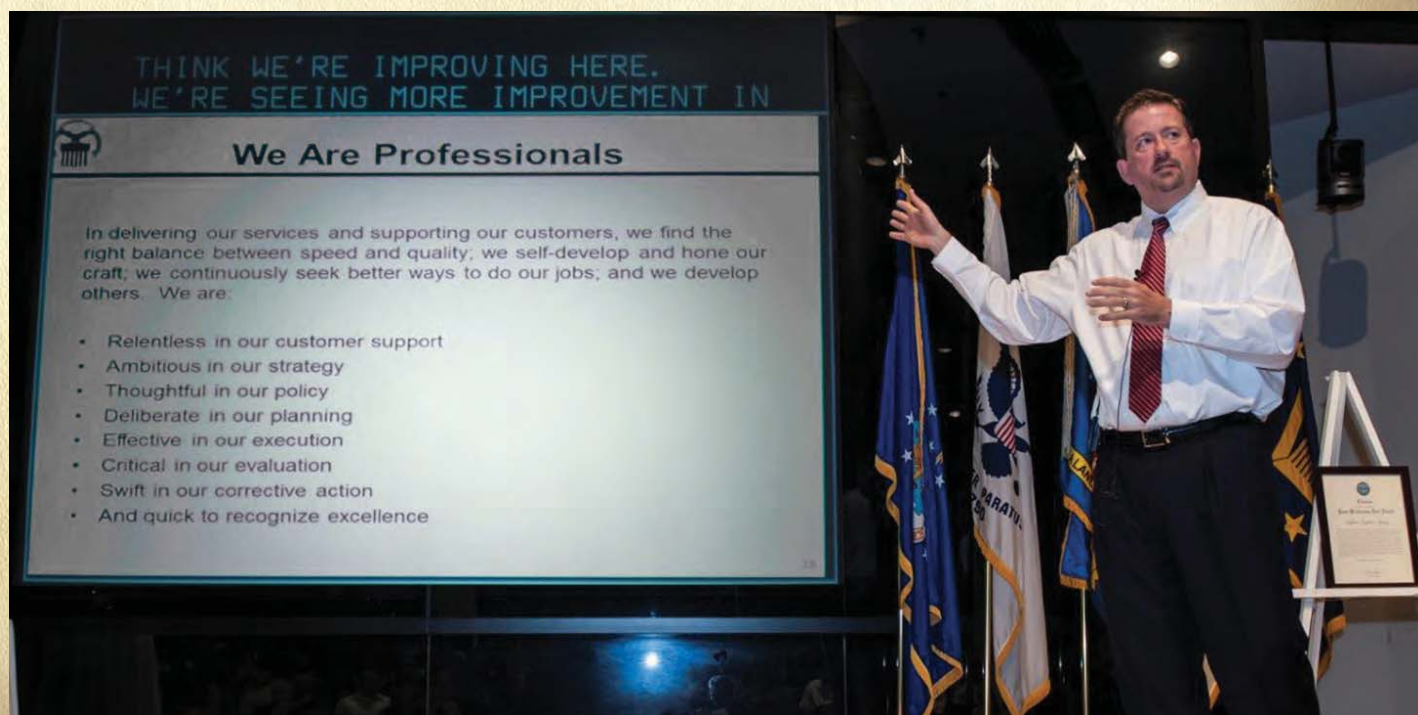
DLA's 2014 Culture Survey results have been released. At his September Director's Call, DLA Director Navy Vice Adm. Mark Harnitchek characterized the results as a slight decline and pledged to see what caused that drop. What do you see as the areas where DLA has room for growth and improvement?

DLA's overall culture score dropped two percentile points from our last survey in 2012. Statistically, this means we stayed about the same, and given the uncertain fiscal environment the Department of Defense and the federal

government has faced during the past two years, it's actually a testament to the resilience of our workforce. However, we certainly have room for improvement, and our J1 survey team has begun analyzing the agencywide results to identify trouble spots. Specifically, we are analyzing areas where we have declined and possible drivers of those declines.

Agencywide, our steepest declines from 2012 to 2014 were in the areas of strategic direction and intent, vision, and creating change. Two of these – strategic direction and intent and vision – fall within the mission culture trait, which is extremely important

to DLA's future success. The mission trait is all about employees having a shared understanding of both our agency's long-term direction and the plan for getting there. I'll admit I was somewhat perplexed by the drop in scores in this area, since the director has been extremely clear and consistent in communicating his "Big Ideas," which are his blueprint for DLA's success, both in the near and long term. So our task is to drill down and see whether some DLA employees do not feel aligned with the Big Ideas in their day-to-day work, if so, why not, and what can we do to strengthen that alignment and clarity of purpose. Some preliminary



DLA Human Resources Director Brad Bunn.

Courtesy Photo

A Conversation with . . .

analysis shows that those organizations that had high culture scores also had the most positive responses to our survey questions on awareness and understanding of the Big Ideas. This is just one example. We will be probing DLA's survey results across all of the culture traits to determine areas for improvement.

Much of the culture work will be at the organizational level, so employees will be hearing from their immediate chains of command as they build action plans to improve culture and climate. I encourage employees to take advantage of opportunities to participate and be part of the solution.

How do you think external events like 2013's furloughs and subsequent government shutdown impacted DLA's performance in the survey?

While some may perceive the Culture/Climate Survey as a measure of how happy our workforce is, it's really not about that. However, external factors and events can certainly play a part in how people answer the survey questions. Last year was a tough year for federal employees; the furlough itself caused hardship, uncertainty and potentially a loss of trust in the federal government as a stable employer, and I think that certainly showed up in how many of our employees answered the survey questions. That uncertainty and ambiguity, in my opinion, probably correlates to some of our drops in scores. But again, the fact that we stayed relatively stable from the last survey administration shows that we as an agency weathered the storm and continued to meet the mission and delight our customers. But at the same time, it means we as leaders must take up the challenge to ensure our people stay engaged and have a clear understanding of and are aligned with our goals.

One area in the climate portion of the survey that showed a marked increase was telework readiness. How has DLA's embrace of telework translated in areas like overall employee satisfaction and retention?

Telework has been a focus area for us over the past few years, and the program has really taken off as far as employee participation. We specifically tailored our questions in this year's climate survey to look at the impact of telework on our mission readiness, rather than just the mechanics of telework. In 2012, 61 percent of teleworking employees felt that they were prepared to use telework to maintain productivity in the event of an emergency. By 2014, 83 percent felt they were prepared. That's an amazing 22 percent increase in our readiness over just two years. We're also seeing indications that teleworkers are generally more satisfied with their work, often due to a healthier work-life balance. Seventy-five percent of teleworkers felt that they were at least as productive while teleworking, and 59 percent said that the ability to telework is a factor in continued employment at DLA. These results are heartening and tell us that telework is working as both a mission enabler and an employee satisfier.

One big result of the 2012 Culture Survey was the emphasis on the DLA Fitness and Wellness Program, which provides time for employees to focus on those two things during the work week. The 2014 survey showed overwhelming support. Are there any changes coming to the program?

The survey results certainly told us that the Fitness and Wellness

Program has been a big hit. While we don't plan on any changes to the program in the immediate future, we'll be periodically evaluating the program to see where improvements may be needed. The premise of the program is that it's a win-win for the agency and the employee. The ability to work out during the duty day allows employees to better juggle competing demands of work and home life, and studies have shown that a fit, healthy employee is more focused and productive, uses less sick leave, and has more energy. Based on the survey results, it looks like it's having the intended effect. About 78 percent of respondents participating in the program said they view the fitness program as a factor in remaining employed at DLA. Eighty-eight percent of the respondents felt they have improved performance at work, and 73 percent said they used less sick leave. And perhaps more importantly, 95 percent of supervisors said that their participating employees' performance has either stayed the same or improved since starting the fitness program. So we'll continue to monitor the program, but we think we have it about right.

Employees continue to ask about Voluntary Early Retirement Authority and Voluntary Separation Incentive Program. Will DLA leaders be using those tools to help shape the agency's workforce in the near term? To what extent?

DLA organizations use Voluntary Early Retirement Authority and Voluntary Separation Incentives periodically and where necessary. The use of VERA/VSIP is a business-based decision that organizations may use to strategically shape the workforce whenever the need arises. The vast majority of DLA is funded through the Defense Working Capital Fund, which also means that we staff to need. We're in pretty good shape financially

and have a successful track record of avoiding large shifts in the size of our workforce. There are no current plans to offer a blanket VERA/VSIP, but our activities use this authority throughout the year to target specific occupations in specific areas for downsizing and restructuring. In the past year, our largest consumer of VERA/VSIP has been DLA Distribution, mostly driven by declining workload. It can be an effective tool to avoid adverse personnel actions that would otherwise be necessary. If a VERA/VSIP is going to be offered in a particular activity or location, a Human Resources Bulletin will be published to notify employees in particular occupations or segments of an organization of the offering.

Now that the Office of Personnel Management has issued its regulations for phased retirements, how long do you expect it will be until this option is available to DLA employees? How large a portion of the workforce do you expect this to impact?

First, a little background about phased retirement. This is a new authority that allows employees, with agency approval, to partially retire, meaning they stay on as a part-time employee, working 50 percent of their schedule and earning 50 percent of their salary, and receiving a partial annuity from the federal retirement system. Phased retirees must spend at least 20 percent of their time engaged in mentoring activities. The idea is that it allows the employee to ease his or her transition into retirement while allowing the agency to retain that institutional knowledge a little longer and pass that knowledge on through mentoring. We don't have a specific implementation date for DLA yet; we're awaiting policy and guidance from the Department

of Defense, as well as updates to personnel and payroll systems to accommodate the new authority. The best estimate for departmental implementation is around the end of February 2015.

Regarding how large a portion of the workforce might use phased retirement, it's hard to tell. To be eligible for phased retirement, an employee has to be eligible for full retirement. Right now, about 16 percent of our workforce is eligible for optional retirement. An employee interested in phased retirement, which is voluntary, will have to assess the financial viability of going to a part-time schedule and receiving a partial annuity. This is an important personal financial decision and shouldn't be taken lightly. On the agency side, managers will have to assess whether a phased retirement arrangement makes sense from a mission, operational and workforce development perspective. We'll be working through those issues from a policy perspective.

What kind of impact do you think phased retirements will have on preparing DLA's next generation of leaders?

Phased retirement gives us one more effective tool in the toolkit to conduct smart succession planning, adding to our formal training leadership development programs, on-the-job training, and formal and informal mentoring as a means of passing along valuable technical information and work-life experiences to the next generation of DLA's leaders.

Is there anything else you'd like to discuss?

Let me say a few words about the important role our labor unions

play in the agency. Many may not realize it, but DLA has over 17,000 employees across the enterprise who are bargaining unit employees, meaning they are represented by a labor union. With that representation are certain rights under the law for both employees and the unions that represent them. As we move forward on new initiatives and big changes, DLA has an obligation to engage our unions as decisions are made. Not only do we have a legal obligation to engage our unions as we move forward, but it just makes sense.

The union representatives know our business and are in a position to help us think through our proposed initiatives and avoid the pitfalls that managers may not see. Overall, we have a pretty good relationship with our unions; we disagree at times, but that's part of the process. In my experience, collaborating with our unions while we're formulating ideas about changes that will affect our employees usually results in better implementation and buy-in. It's really all about communication, mutual respect and a shared goal of doing what's right for DLA and its workforce.

We have a lot going on in DLA – big information technology projects, audit readiness, organizational changes and budget pressures, just to name a few – and it's important that we partner with the unions who represent our employees to help enable a smoother and more effective implementation of these changes.

One last thought: October 2014 marked my fifth year here at DLA as the human resources director, and I could not be more proud to be part of DLA. This is truly the best agency I've had the pleasure of serving, and that's because of the people who lead it and this world-class workforce that is second to none. 🍌

CULTURE CHECK

Story by Sara Moore

Defense Logistics Agency employees took advantage of the opportunity to help improve the agency's performance by participating in the 2014 DLA Culture Survey, and their feedback reveals a slight decline in overall culture scores, but a workforce confident in its leaders and connected to the agency's main initiatives.

The survey was conducted in May and measured organizational culture and employee opinions on topics like job satisfaction, accountability, diversity and telework. Almost 16,000 employees, or 61 percent of the workforce, participated in this year's survey, said Laurie Hall, the DLA Culture Survey program manager. This represents a decline from the 71 percent participation rate in the 2012 Culture Survey, she said, but still constitutes a healthy response.

"The more employees that choose to take the survey, the more complete the culture picture becomes," Hall said. "Each member of the DLA workforce has an equally important perspective."

As part of the culture survey, DLA's results are measured against the Denison Culture Model database, which includes more than 1,000 organizations across a variety of industries and countries, including 40 Fortune 500 companies. The 2014 results place DLA higher than 46 percent of these organizations, Hall said.

DLA's overall culture score dropped two percentile points in 2014, Hall said, with the steepest declines in the areas of strategic direction and intent, vision and creating change.

In the areas of strategic direction and intent and vision, employees indicated a decreasing understanding of the agency's direction and vision and difficulty balancing short-term projects with long-term vision. In the area of creating change, employees indicated that attempts to innovate and change were often met with resistance.

DLA leaders are evaluating the detailed results, including written comments, to identify the root causes of the declines and ways to improve, Hall said.

"It's important to not just look at the overall score, but to drill down and see exactly what's driving the needle up or down within and across activities," she said.

DLA Director Navy Vice Adm. Mark Harnitchek, speaking at the September Director's Call, said the budget uncertainty, furloughs and government shutdown that happened in 2013 and 2014 contributed to the drop in scores.



DLA leaders are committed to evaluating all the results and finding areas for improvement, he said.

"The bottom line is we're diving through all this data, all the comments, and at the next all-hands, we'll talk about what it is we're going to be doing about it in terms of improving those scores," the admiral said.

DLA's scores improved in three areas: empowerment, team orientation and core values, Hall said. DLA also saw positive improvements on the climate portion of the survey, she said, with notable improvements on questions about performance management, trust in supervisors, and use of telework to maintain productivity in the event of an emergency. Almost 85 percent of employees surveyed said they are held accountable for achieving results, up from 81 percent in 2012. In addition, 54 percent said awards in their units depend on how well they do their jobs, up from 50 percent in 2012.

In this survey, 67 percent of those surveyed said they have trust and confidence in their supervisor, up from 64 percent in 2012, and a big improvement was seen in the area of telework readiness, with almost 83 percent saying they are prepared to use telework to maintain productivity in the event of an emergency, up from 61 percent in 2012. A majority of respondents also rated DLA's Audit Readiness initiative highly and indicated a desire to be part of the director's "Big Ideas" initiative, along with an understanding of how they contribute to the goals behind that initiative, she said.

One program that was not rated in 2012 because it had not been implemented was the DLA Fitness and Wellness Program. On this year's survey, 94.8 percent of employees surveyed said they feel an improved sense of wellbeing or overall wellness as a result of participating in the program. At the Director's Call, Harnitchek noted that the fitness program was implemented as a result of write-in suggestions on the 2012 survey and that it has been a major success story.

The 2014 Culture Survey also included a healthy response from employees in the write-in comments section, with about 18,000 comments submitted, Hall said. Many focused on recommendations for improvement, she said, with the most

prevalent themes being communication, human resources and personnel management, leadership, and employee treatment.

DLA has used the Denison Culture Model since 2003. The model measures four traits of culture and

leadership: mission, adaptability, involvement and consistency. Each trait has three indices to measure behavior for that trait. In 2003, the agency's overall score was 34 percent, meaning DLA scored higher than 34 percent of organizations surveyed via Denison. That score rose steadily until 2010, when it reached 52 percent. In the 2012 survey, the overall score was 48 percent; this year's score dropped slightly to 46 percent.

Culture survey results are broken down by directorate, field activity and work unit and are released incrementally. Each unit has a designated culture "champion" that helps leaders evaluate the results, identify root causes of issues and develop action plans. DLA Human Resources hosted an action planning workshop in August for culture champions to give them guidance on their roles in developing action plans and helping to improve agency culture, Hall said. In

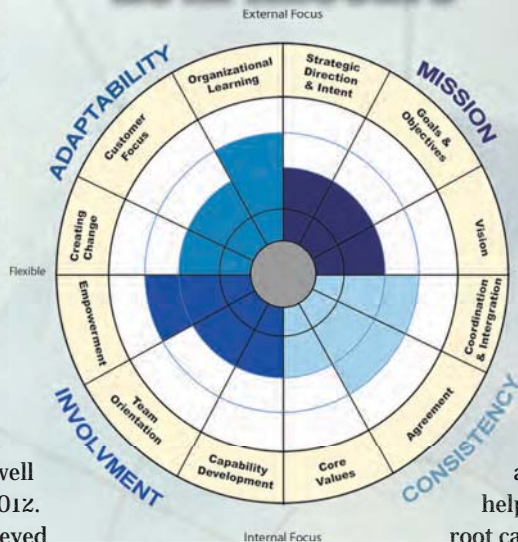
addition, DLA Human Resources posted the overall results for DLA and its major activities on an internal website for all employees to view, she said.

"The DLA Culture Survey is important, because it provides the workforce a confidential way to share its perspectives on both DLA culture and specific DLA initiatives," Hall said. "And that's just the beginning. The survey results then become a springboard for DLA employees and leaders to have thoughtful, data-driven discussions that lead to culture improvement actions. As positive culture correlates to high performance, improving our culture is ultimately about making DLA stronger in

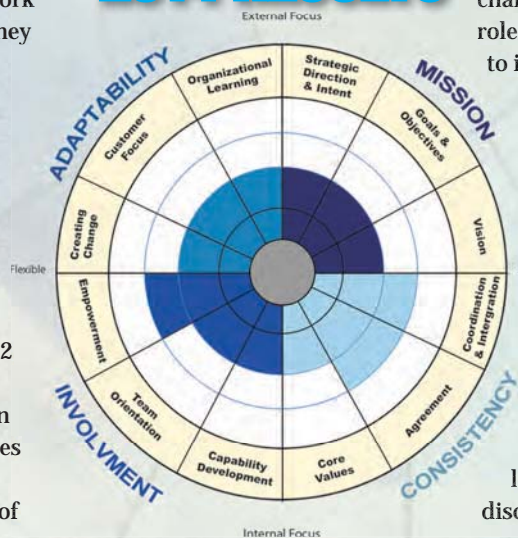
service to the warfighter."

This is the seventh time the DLA Culture Survey has been administered since 2003, when the Denison model was first adopted. Following the pattern of administering a survey every 18-24 months, the next survey is planned for fiscal 2016, Hall said. 🌟

2012 RESULTS



2014 RESULTS



The 2014 Culture Survey results, pictured on the bottom, show a slight overall decline from the 2012 Culture Survey, but an engaged workforce confident in its leaders.



PHILADELPHIA:

Outfit

Story by Sara Moore

Today, Philadelphia is home to Defense Logistics Agency Troop Support, known for its excellence in providing uniforms, food, medical supplies and other vital equipment to U.S. service members, but the city's support of uniforms for warfighters dates back more than two centuries, with an explosion in support during the Civil War.

Throughout the Civil War, the city of Philadelphia produced tens of thousands of uniforms for Union forces, using military facilities and an elaborate system of subcontracting that included both established companies and private citizens who worked as seamstresses to meet the high demand for uniform items.

Before the Civil War, Philadelphia was known as a hub of industry and commerce, said Chrissie Reilly, DLA historian, so it was a natural choice to center the military's uniform manufacturing system. The main facility in the city for the manufacture, storage and distribution of clothing and textiles for the military was Schuylkill Arsenal, which was originally built as a U.S. Navy powder magazine on Gray's Ferry Road in the southwest corner of Philadelphia. In 1803, the arsenal outfit the Lewis and Clark Expedition to the Pacific Northwest at a cost of \$2,000.

The arsenal became an ordnance depot in 1814 and supported the War of 1812 by supplying guns and ammunition, as well as clothing and textile materials.

Naval engineer Henry Beauchamp Nones poses for a full length portrait in uniform in this undated photograph.

etting the Union

The site became a military textile depot after 1818. After the Civil War, the name changed to Philadelphia Depot of the Quartermaster's Department, U.S. Army, in 1873. It was renamed Philadelphia Quartermaster Depot in 1921 and later evolved into Defense Supply Center Philadelphia.

In addition to the arsenal, as of 1860, Philadelphia had 6,314 factories, ranging from small cottage industry workshops to huge facilities employing hundreds of people, including 525 in textiles and 1,523 in garments and apparel. This strong industrial infrastructure allowed the

military to rely on private companies to help provide uniforms and textiles to the Union army, which became a necessity after President Lincoln called for more volunteers and the number of troops swelled by 200,000, Reilly said.

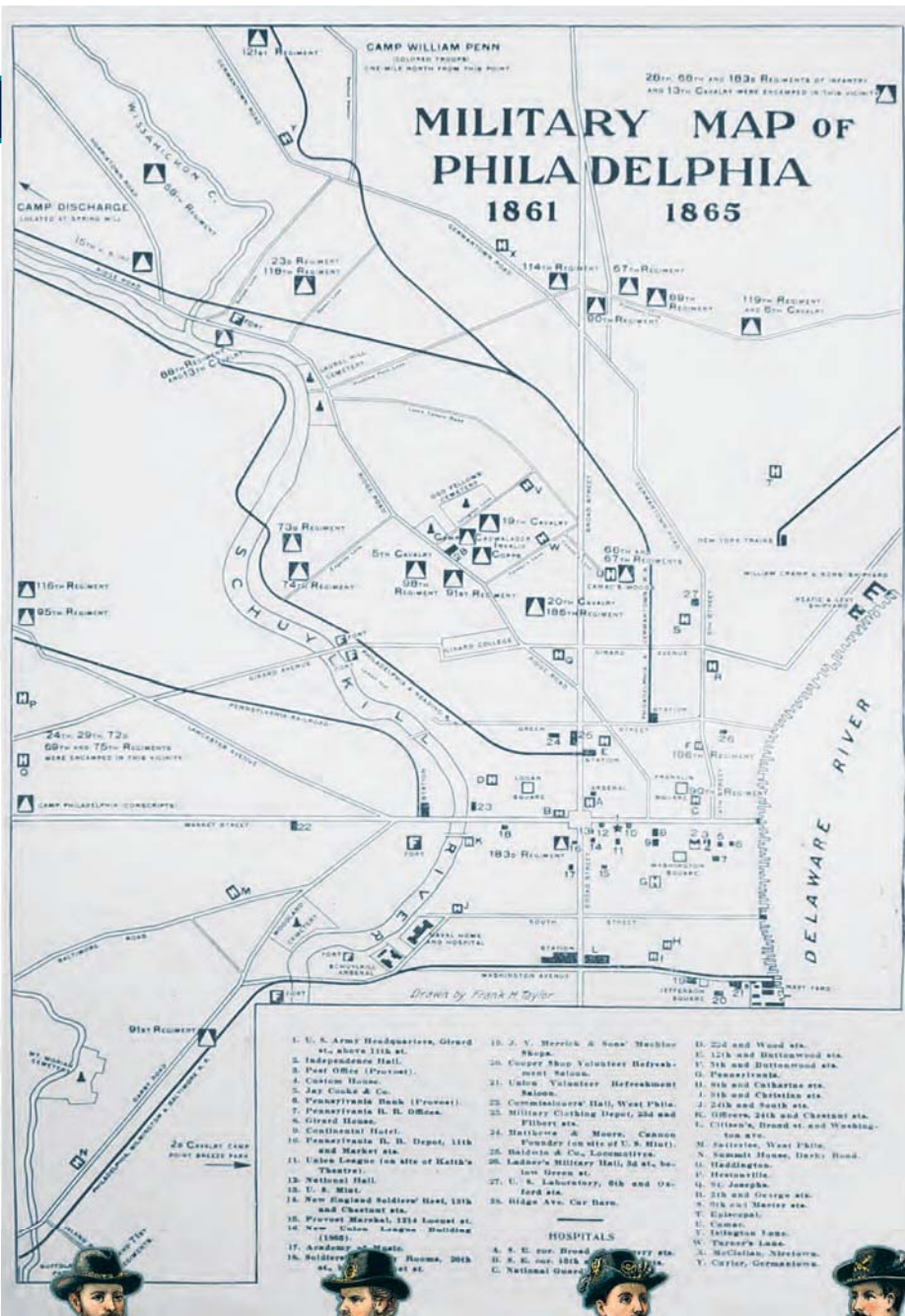
"The idea that you could have one depot manufacturing, sewing and finishing all the uniforms for the entire Union army was not possible during the Civil War. When the war started, they had enough uniforms and enough material to make future uniforms for the regular Army. But when Lincoln called for additional men to volunteer for the

Union, the response was so huge that the depot system of 1860 would have left enlistees without clothing."

To meet the increased demand for uniforms, the Army's quartermaster general began an elaborate system of subcontracting. In Philadelphia, about 10,000 seamstresses and tailors were

The Schuylkill Arsenal was the central distribution point for both dress and marching uniforms. Much like the way DLA utilizes the expertise of private industry to fabricate the uniforms of contemporary warfighters, the U.S. Army Quartermaster General in Philadelphia relied on a transparent and fair system of contracting to purchase the uniforms required to outfit the Army.





A map shows the various military installations and depots in the city of Philadelphia during the Civil War.

hired to make uniforms and clothing for Union troops, and new depots were established in New York in 1861 and Cincinnati in 1862 to directly procure additional clothing. Raw materials and fabric were ordered from abroad, local suppliers and throughout each state to meet the requirements.

Brig. Gen. Montgomery C. Meigs, the Union's quartermaster general, developed an open system of bidding with a high degree of transparency, advertising contracts and awarding them to the lowest bidders. The people doing this subcontracting, Reilly explained, could range from large companies with established factories to private citizens working on sewing machines in their own homes.

"The invention of the sewing machine made the further levels of subcontracting possible, because if you had a sewing machine and could turn bolts of cloth into a uniform, you could be hired by one of these larger companies," she said.

Many Philadelphia women volunteered to sew for the Union, and



Illustrations like plate 172 of the "Atlas to Accompany the Official Records of the Union and Confederate Armies" depicted uniforms worn by Union and Confederate soldiers during the American Civil War. DLA provides uniforms for the Army, Navy, Air Force and Marine Corps.

they were entitled to pay under U.S. Army regulations, Reilly said. These women were employed at the Schuylkill Arsenal, out of their homes, and at other sites throughout the city, like the Girard House Hotel, which became a military clothing depot during the war and could produce about 1,000 pieces a day, from underwear to sack coats and greatcoats to trousers. While a lot of these seamstresses relied on the income to support their families, there were also some high society women who volunteered their efforts, she said.

One of the largest private suppliers of military textiles throughout the Civil War was William H. Hortsman and Sons, a Philadelphia company established in 1815. Hortsman and Sons was one of the largest military furnishers of pre-Civil War military textiles, and the war increased its business, including subcontracting out the creation of items like battle flags for military units, Reilly said. They even went so far as to use Union army regulations to create catalogs with full-color plates that illustrated what the various uniforms would look like, she said.

"They had been a huge company before the Civil War, and then they got

massive during it," Reilly said. "The opportunity for growth in their business was almost limitless."

Using Meigs' subcontracting system in Philadelphia, the Quartermaster General purchased more than 948,000 uniform coats, 591,000 jackets and 2.2 million yards of woolen cloth to be turned into coats during the war.

Philadelphia's existing manufacturing infrastructure and the Union's successful subcontracting system gave the North a distinct logistical advantage during the war, Reilly said. The Confederate army did not have the same infrastructure in the South, she said, and lacked manufacturing capabilities, leaving them notoriously undersupplied. The cotton industry was based primarily in the South, she said, which opened the door for the woolen industry in the Northeast to thrive during the Civil War. This industry was in decline

Many Philadelphia women volunteered to sew for the Union and were entitled to pay under U.S. Army regulations. They were employed at the Schuylkill Arsenal, out of their homes and at other sites throughout the city.

before the war, she said, but was able to quickly expand as new mills opened and old mills expanded. In the South, the Confederate army often had to sell cotton to fund war efforts, making it difficult to clothe soldiers.

"The manufacturing in the South was not geared toward the same things that the North was," she said. "A lot of times, the Confederacy had to make a choice between selling bales of cotton and bolts of cloth to Europe to fund one aspect of the war effort, but if they did that, then they wouldn't have enough cotton or cloth to make uniforms."

In Philadelphia, a thriving industry and strong infrastructure gave the Union access to the clothing and textiles the troops needed. The city's contributions to the Civil War started a legacy of support to U.S. service members, which continues today at DLA Troop Support. 🌟





I AM

DLA

My name is:

Alan Fujii

I am:

A packing and preservation supervisor with DLA Distribution Pearl Harbor, Hawaii.

Describe your job in a sentence:

My team and I work to pack and certify the shipment or storage of unusual size, commodity and equipment that requires specialized handling. We provide cushioning, yokes, collars, preservation packaging, reimbursable packing and crating of material for local and Defense Department customers. We also provide all phases of transportation and traffic management matters.

How long have you worked for DLA?

I started my DLA career in 1998 in warehouse operations, performing picks, packs and hazardous material handling. I felt the need to sharpen my skills, so I took on a motor vehicle operator leader position that helped me better understand routing, movement, delivery, tracking material, table loads and satisfying our customers with the right product on time, every time.

What is your favorite thing about working for DLA?

The commitment that the commander and deputy commander have to identify skilled professionals in what they do to satisfy our customers, and the recognition programs we have to compensate our workforce with time off awards, medals or monetary incentives. DLA Distribution Pearl Harbor is a fun and exciting place to be employed.

What are your best memories of working here?

Working with a diverse group of people, Rim of the Pacific exercises and seeing smiling faces.

How do you make a difference?

Having a direct impact on our internal and external customers, supporting a positive and focused organization through a commitment to mentoring employees and transferring knowledge, and discovering the importance of what we do.



Alan Fujii